

Our Cotswolds, Our Plan: Action Plan 2025-28

Priorities	Sub-Priority	Action	Portfolio Holder	Accountable Officer(s)	Start date	End date		Q2 Update
Preparing for the Future	<b>Driving organisational and cultural change to be be fit for the future</b>	Transformation - Develop Strategy Action Plan	Cllr Mike Evemy Cllr Tristan Wilkinson	Helen Martin	Aug-25	Mar-28	On Target	Initial action plan drafted and working through a process of assessing and scoring to developed a prioritised list.
Preparing for the Future	<b>Driving organisational and cultural change to be be fit for the future</b>	Transformation through changing existing or creating new service delivery models, and/or making changes to the organisation structure, roles, processes or technology to improve outcomes, as a result of introducing new ways of working, and/or to reduce the costs of services.	Cllr Tristan Wilkinson	Helen Martin	Oct-25	Mar-28	On Target	Action plan includes potential restructures and reprocessing of services, increased use of digital solutions. Pipeline being prioritised on the basis of speed of delivery, cost and scalability.
Preparing for the Future	<b>Driving organisational and cultural change to be be fit for the future</b>	Digital Transformation: accelerating the use of digital technology to improve council services, enhance accessibility, and promote digital inclusion across communities.	Cllr Tristan Wilkinson	Helen Martin	Oct-25	Mar-28	On Target	Initial Action plan includes a number of AI initiatives. Meeting being set with Lead Members and Head of ICT to discuss feasibility and most appropriate route to maximise use on the basis of cost benefit ratio.
Preparing for the Future	<b>Preparing for Local Government Reorganisation</b>	Prepare the LGR submission to government. Prepare the next phase of the LGR Programme. Implement the government's decision.	Cllr Mike Evemy	Jane Portman	already commenced	Mar-28	On Target	Proposals for a one unitary authority and for a two unitary authority reorganisation have been prepared. They are due to be considered by Overview and Scrutiny Committee on 17th November and by Full Council on 26th November. Cabinet will take the final decision which proposal to support at their meeting on 26th November. The next phase of the LGR programme is being planned with a new programme and portfolio management approach. Workshop planned for 10th November to finalise details following workshops with officers in each work programme.
Preparing for the Future	<b>Preparing for Local Government Reorganisation</b>	Consult with other local authorities to inform possible options for establishing a Strategic Authority	Cllr Mike Evemy	Jane Portman	already commenced	Mar-28	On Target	Discussions have taken place with Gloucestershire Leaders, and they have agreed to consider three strategic options for devolution and establishing a strategic mayoral authority. These options will remain under consideration until the government has made a decision about local government reorganisation.
Preparing for the Future	<b>Developing our workforce</b>	Deliver the People and Culture Strategy	Cllr Mike Evemy	Angela Claridge	Sep-25	Mar-28	On Target	People & Culture Strategy, year 1 Implementation Plan, workforce values and supporting Communications & Engagement strategy agreed by Cabinet on 04.09.2025

Preparing for the Future	<b>Developing our workforce</b>	Deliver the Internal Communications Plan, to keep staff informed and engaged in organisational development and LGR	Cllr Mike Evemy	Matt Abbott	Sep-25	Mar-28	<b>On Target</b>	Working with colleagues across Glos principal councils, we have been issuing fortnightly communications about LGR proposals to all staff. These go onto the staff Portal, which also features a regularly updated page dedicated to LGR. We have also continued with our schedule of all staff briefings (once every six weeks), which include LGR updates, people and culture updates, and features like 'shout outs' for reward and recognition, which are a key aspect of the People & Culture Strategy. These sessions are also interactive. Through Q3, we will be rolling out visuals and content that will seek to further embed the council's values.
Preparing for the Future	<b>Developing our workforce</b>	Consideration of a small number of functions currently in Publica in light of their focus core function delivery	Cllr Mike Evemy	Jane Portman	Jul-25	Dec-25	<b>On Target</b>	Publica and the four shareholder councils have prioritised services currently delivered by Publica for review over the next few months. These reviews will consider how best to prepare the services for local government reorganisation.
Preparing for the Future	<b>Deliver the new Local Plan</b>	Adopt the new Local Plan, providing a robust development framework for the Cotswold area post 2028 that provides affordable housing, employment and infrastructure for present and future generations whilst conserving and enhancing the national landscape.	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-27	<b>On Target</b>	Regulation 18 consultation currently being undertaken from 14 November -2nd January. Currently on target for submission in December 2026.
<b>Delivering good services</b>	<b>Ensure value for money and good standards</b>	Develop a Fleet Replacement programme	Cllr Andrea Pellegram	Peta Johnson	already commenced	Apr-26	<b>On Target</b>	Interim Cabinet meeting has been held to discuss options. Options are being progressed that consider replacement of the kerbside sort recycling fleet, and potentially refurbish other vehicles e.g. Refuse Collection Vehicles.
<b>Delivering good services</b>	<b>Ensure value for money and good standards</b>	Improve and digitise engagement with the customers of the Waste and Environment Services	Cllr Andrea Pellegram	Peta Johnson	already commenced	Mar-28	<b>On Target</b>	A review is in progress of the current systems and processes that provide residents with information about their collection services (e.g. Waste Wizard and collection day checker). The aim is to identify a range of areas for continuous improvement.
<b>Delivering good services</b>	<b>Ensure value for money and good standards</b>	Adapt to changes in Waste legislation	Cllr Andrea Pellegram	Peta Johnson	already commenced	Mar-28	<b>On Target</b>	Legislation and policy change continue to be tracked to understand the potential changes to waste arisings (tonnage and composition). This is strongly connected to the vehicle replacement programme both in terms of ensuring flexibility to cope with changes in the demand on services, and capacity to handle additional materials as we are required to collect them e.g. flexible plastics by the end of March 2027.

Delivering good services	Ensure value for money and good standards	Implement the Planning Advisory Service action plan	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Aug-26	On Target	The service has progressed a number of key actions from the PAS Action Plan. Notably, the Development Management Negotiation Protocol has been reviewed and updated, encompassing the targets to deal with speculative applications and ensure early refusals where no pre-application engagement has taken place. Process mapping across the service is largely complete and is now being used to support the implementation of Enterprise and to optimise IT systems for Enforcement. The review of the team structure and assessment of opportunities for additional administrative and technical support has also concluded. Job vacancies were advertised in late October, with further roles scheduled to be released in mid-November.
Delivering good services	Enhance financial resilience and make best use of our assets	Maintain financial sustainability over the MTFS-period (2026/27 to 2029/30) following the outcome of the Fair Funding 2.0 review.	Cllr Patrick Coleman	David Stanley	Apr-26	Mar-28	Not Scheduled to Start During Quarter	Not Due to Start this Quarter
Delivering good services	Play our part in maintaining and enhancing the public realm	Introduce charging to sustain Council owned public toilets.	Cllr Paul Hodgkinson	Claire Locke Sue Hughes	already commenced	Dec-25	On Target	Introduced at all facilities except Northleach. Doors have been upgraded at Northleach but charging mechanisms have not yet been installed pending decision from Northleach Town Council on future management and funding for these facilities. Decision expected by 1st December 2025.
Delivering good services	Play our part in maintaining and enhancing the public realm	Deliver the new Parking Strategy.	Cllr Paul Hodgkinson	Sue Hughes	already commenced	Mar-28	On Target	Draft Strategy is going to Cabinet in November for adoption. This includes a delivery action plan.
Delivering good services	Play our part in maintaining and enhancing the public realm	Invest in and maintain our car parks	Cllr Paul Hodgkinson	Alan Hope	already commenced	Mar-28	On Target	Capital investment works complete, maintenance ongoing. Collaboration between service areas to address issues as they arise.
Delivering good services	Deliver the new Local Plan	Ensure our planning policies deliver our corporate priorities and promote carbon neutral development and sustainable infrastructure for our communities	Cllr Juliet Layton	Geraldine LeCointe Jo Symons	already commenced	Dec-26	On Target	DM policies drafted and this along with strategic policies aim to ensure the Plan is green to the core. Draft Plan is on target for submission to the Planning Inspectorate by December 2026.
Responding to the climate emergency	Support and Enable Residents & Businesses	Expand the network of Electric Vehicle Charge Points	Cllr Mike McKeown	Olivia McGregor	already commenced	Mar-28	On Target	The network of EVCPs has been expanded to include West Street, Tetbury, Old Market Way in Moreton-in-marsh and Maugersbury Road in Stow-on-the-wold. There are 14 sockets available for use. A further 10 sockets are being installed in Brewery car park in Cirencester. A safety issue has emerged at the site which the suppliers are due to address before the sockets are safe to use.

<b>Responding to the climate emergency</b>	<b>Decarbonise Council Operations</b>	Embed climate action into council services to reduce the council's operational carbon emissions	Cllr Mike McKeown	Olivia McGregor	already commenced	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	A Paper approved by Cabinet in July 2025 demonstrated that it is key to address emissions in the waste fleet and buildings to reduce council operational emissions. Cabinet approved the formation of a Climate Board to provide accountability for an emission reduction programme, support the Council with its objective of achieving its 2030 target and help guide future expenditure decisions. The Board is due to meet later this month for its inaugural meeting.
<b>Responding to the climate emergency</b>	<b>Increase resilience to the effects of climate change</b>	Work in partnership to respond to the Climate Risk and Vulnerability Assessment	Cllr Mike McKeown	Olivia McGregor	Oct-25	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	CDC is working with Climate Leadership Gloucestershire to produce a Climate Risk and Vulnerability Assessment (CRVA). It is in the final stages of being drafted and is expected to be available at the end of the year. It will provide an evidence base to understand the key climate risks across the county, demonstrating the impact, likelihood and overall risk posed by climate change across a variety of climate hazards. In tandem to this, existing climate adaptation projects will be outlined, showcasing best practice and recommending future climate adaptation actions which will continue to bolster Gloucestershire's ability to respond to and withstand the impacts of climate change.
<b>Responding to the climate emergency</b>	<b>Deliver the new Local Plan</b>	Provide appropriate planning policies through our Plan review that support sustainable development and deliver high quality retrofit advice and support installation of renewables across the district through policy, partnership working and initiatives	Cllr Mike McKeown	Olivia McGregor	already commenced	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Retrofit engagement manager role has been extended for a further 11 months allowing CDC to continue to deliver high quality retrofit advice and support installation of renewables across the district through policy, partnership working and initiatives.
<b>Delivering Housing</b>	<b>Deliver the new Local Plan</b>	Allocate sites in line with Government requirements that will boost housing delivery whilst taking account of the significant constraints across the district	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-26	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Regulation 18 consultation currently being undertaken from 14 November -2nd January on the draft Local Plan which will seek to allocate affordable housing sites; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.
<b>Delivering Housing</b>	<b>Working with our partners to deliver more affordable homes</b>	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Alan Hope	already commenced	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	Partnership working to deliver affordable housing ongoing. Rural Exception site Pipeline continues to be developed.
<b>Delivering Housing</b>	<b>Understanding everyone's housing needs</b>	Move forward a Pipeline of Rural Affordable Housing Sites and develop ways to increase Affordable Housing delivery	Cllr Juliet Layton	Jon Dearing Caroline Clissold	Sep-25	Mar-28	<span style="background-color: green; color: white; padding: 2px;">On Target</span>	CDC adopted the Preventing Homelessness Strategy for 2025-2030 in September 2025. An annual review will be carried out and measured against the actions, but will also be monitored regularly to ensure that all actions are on target.

<b>Delivering Housing</b>	<b>Understanding everyone's housing needs</b>	Continue to monitor housing needs to inform the councils revised Housing Strategy	Cllr Juliet Layton	Jon Dearing Caroline Clissold	already commenced	Mar-28	On Target	Quarterly reviews of H-CLIC data are being carried out to inform housing trends and monitor increases in contacts.
<b>Delivering Housing</b>	<b>Understanding everyone's housing needs</b>	Refocus the Housing Strategy on Strategic Actions.	Cllr Juliet Layton	Alan Hope	Aug-25	Oct-25	On Target	Housing Strategy document focused on Strategic action has been drafted and is at comments stage.
Supporting communities	<b>Strengthen our links with town and parish councils and key stakeholders</b>	Engage with and support town and parish councils to prepare for Local Government Reorganisation	Cllr Mike Evemy	Matt Abbott	Jun-25	Mar-28	On Target	Over 100 town & parish councillors/clerks attended a summit dedicated to LGR in June. Since then, we have started a newsletter for all clerks and councillors. The first of these was issued in August, covering other topics including, the Local Plan which has become another key topic on which we are engaging with and supporting TPCs. MA has also been reaching out to clerks to build relationships and ensure regular dialogue and a new/alternative channel for TP councils to engage with CDC. This provides mutual benefit to TPCs and CDC. There is a significant amount of activity planned in Q3 re: Local Plan engagement with TPCs.
Supporting communities	<b>Encourage community health and wellbeing</b>	Enable networking and public engagement events to help local residents to access support services	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	10 of 14 "Strengthening Local Communities" events have been successfully delivered, engaging over 600 residents with free activities, food, and support from key local partners. Events were tailored to each community, incorporating local priorities and feedback.
Supporting communities	<b>Encourage community health and wellbeing</b>	Celebrate the contribution of individuals and local groups	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	The last round of Unsung Heroes were presented to Council in July, where we introduced a new category for Young Heroes. The next round will be presented to Council in November
Supporting communities	<b>Encourage community health and wellbeing</b>	Promote community activity through CrowdFund Cotswold	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	The autumn round of CrowdFund Cotswold launched in July with an on-line workshop for prospective projects. The deadline was late September. 4 projects are seeking funding, with a further 3 undergoing verification checks
Supporting communities	<b>Encourage community health and wellbeing</b>	Ensure the leisure and culture contracts deliver core provision and positive community outcomes	Cllr Paul Hodgkinson	Joseph Walker	already commenced	Mar-28	On Target	The leisure contract continues to deliver strongly, exceeding targets for both membership and member visits. Museum visits are higher than last year, in part thanks to the successful Woolly Mammoth event in spring half term and Project Orpheus
Supporting communities	<b>Encourage community health and wellbeing</b>	Work with Cotswold Youth Network to champion contribution and needs of young people	Cllr Claire Bloomer	Joseph Walker	Oct-25	Mar-28	On Target	Council officers attend the youth network, and are supporting the delivery of the Holiday Activity and Food Programme which has recently been renewed for a further three years

Supporting communities	<b>Support our residents in crises</b>	Coordinate a partnership response to address financial hardship and the cost of living	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	The Cotswold Food Network (CFN) continues to coordinate efforts to improve food sustainability and resilience across the district. Its July Stakeholder Event provided policy and procedure updates including from DWP and the Council's Revenues and Benefits work including income maximisation campaigns
Supporting communities	<b>Support our residents in crises</b>	Work with the NHS Integrated Locality Partnership to improve the quality of life of children and vulnerable households	Cllr Claire Bloomer	Joseph Walker	already commenced	Mar-28	On Target	Officers continue to work in partnership through the ILP and its Children and Young People subgroup, now merged with GCC's One Plan Cotswolds group
Supporting communities	<b>Support our residents in crises</b>	Work with the Cotswold Community Safety Partnership to improve road safety and reduce antisocial behaviour	Cllr Paul Hodgkinson	Joseph Walker	already commenced	Mar-28	On Target	The CSP meeting in July reflected on road safety. Consequently the Neighbourhood policing team worked with Speed enforcement to set up a short film to promote community speedwatch filmed in September. This will be released imminently. Across Gloucestershire, there was a town centre focussed programme over the summer - Operation Shield, which was supported by community events in Cirencester.
Supporting communities	<b>Deliver the new Local Plan</b>	Through our Local Plan review aim to ensure that development provides the necessary infrastructure for communities and that this provision is aligned with the phasing and delivery of development	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Mar-28	On Target	Regulation 18 consultation currently being undertaken from 14 November -2nd January on the draft Local Plan which will seek to allocate sites with appropriate provision of infrastructure; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.
Supporting the economy	<b>Develop the skills of our residents</b>	Support key sectors to create new highly skilled jobs, including through promotion of apprenticeship opportunities.	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28	On Target	Working with Cirencester Chamber of Commerce, through a UK Shared Prosperity Funded programme, to enhance opportunities for young people, including promoting apprenticeships.
Supporting the economy	<b>Grow a strong and sustainable economy</b>	Deliver a programme of activities through the Shared Prosperity and Rural England Prosperity Funds	Cllr Tristan Wilkinson	Joseph Walker Paul James	Mar-25	Mar-26	On Target	All UKSPF and REPF funds are now allocated and projects are progressing.
Supporting the economy	<b>Grow a strong and sustainable economy</b>	Deliver the actions set out in the refreshed Green Economic Growth Strategy.	Cllr Tristan Wilkinson	Joseph Walker Paul James	Jan-25	Mar-28	On Target	The Green Economic Growth Strategy is overseen by the Cotswold Economic Advisory Group. The refreshed strategy was adopted by Cabinet in March 2025 and delivery of the actions is underway.

<b>Supporting the economy</b>	<b>Grow a strong and sustainable economy</b>	Work with the Royal Agricultural University on their aspiration for the Innovation Village	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28	<b>On Target</b>	A planning application was submitted in April 2024. It is hoped it will be determined in the next few months. The Council continues to support the RAU in other aspects of this project in parallel with the application being considered.
<b>Supporting the economy</b>	<b>Grow a strong and sustainable economy</b>	Promote the Growth Hub to support existing businesses and encourage the growth of start-ups	Cllr Tristan Wilkinson	Joseph Walker Paul James	already commenced	Mar-28	<b>On Target</b>	The Growth Hub is funded for 2025-26 via UKSPF and provides support to start-up and growing businesses. Officers work closely with the team at the Growth Hub and hold regular monitoring meetings. Cirencester Growth Hub is the best-performing Growth Hub in the county.
<b>Supporting the economy</b>	<b>Grow a strong and sustainable economy</b>	Work with partners to realise benefits of the Creative Cotswolds Action Plan	Cllr Paul Hodgkinson	Joseph Walker	Sep-25	Mar-28	<b>On Target</b>	This work will be facilitated by the appointment of a Leisure and Culture Support Officer. This post has now been approved and should be recruited to in q3
<b>Supporting the economy</b>	<b>Manage the opportunity and impact of the visitor economy</b>	Refresh the Tourism Destination Management Plan	Cllr Paul Hodgkinson	Joseph Walker Chris Jackson	Sep-25	Sep-26	<b>On Target</b>	The tourism team has worked hard with partner Gloucestershire authorities to prepare a bid for Strategic Economic Development Fund support to deliver a renewed DMP. This was submitted in the summer, and is working through the approval process with a decision due in November
<b>Supporting the Economy</b>	<b>Deliver the new Local Plan</b>	Promote policies that maintains and protects our existing employment sites whilst supporting sustainable economic growth in the district	Cllr Juliet Layton	Geraldine LeCointe	already commenced	Dec-26	<b>On Target</b>	Regulation 18 consultation currently being undertaken from 14 November -2nd January on the draft Local Plan which will seek to protect our existing employment sites and support sustainable economic growth; evidence is also being undertaken in this regard. Currently on target for submission in December 2026.